



THE AMERICAN
UNIVERSITY IN CAIRO

EXECUTIVE EDUCATION

SCHOOL OF
BUSINESS

Hospital Management Diploma

HR Module



Today's Agenda

- Get Ready (wake-up your brain)
- Introduction (let's know each other)
- Expectations
- Main Objectives
- Class Norms
- Grading (Methodology)
- Scheduled Classes (Road Map)
- Home assignments
- Recommended Textbook and Other References

Wake up your Brain



Introduction.wmv



Let's Know Each Other

- Name: **Magued Anwar Naguib**
- First Profession: **Physician**
- Occupation: **Director of HR and Training**
 - **HR Consultant and Freelance Trainer**
 - **HR Program Advisor – MC “AUC”**
- Industry / Business sector: **Diversified**
- Post Graduate Certificates: **Sales, Marketing, Business Administration, HR and Counseling.**
- Years of experience: **20+**
- E-mail: **m_naguib@aucegypt.edu**
- Mobile: **0100 3411 000**

Let's Know Each Other

- *Name:*
- *Background Knowledge Probe*
 - *Graduated from:*
 - *Current Occupation:*
 - *Business sector:*
 - *Years of experience:*
- *E-mail:*
- *Mobile:*





THE AMERICAN
UNIVERSITY IN CAIRO

SCHOOL OF
BUSINESS

EXECUTIVE EDUCATION

Expectations

Main Objectives

- In 12 weeks, and by the end of this course, you will be able to address the HR functions of staffing, training and development, performance management, compensation, benefits, employee relations and the legal environment.
- Furthermore, the strategic contribution of human resources will be emphasized and the interface between operations managers and human resource professionals examined.

Class Norms

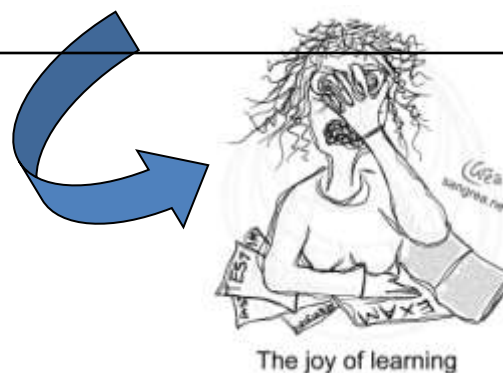
1. Smoking
2. Mobiles
3. Foods and beverages
4. Break time
5. Latecomers !!!
6. Questions
7. Attendance at least 10 classes.
8. Sessions are interactive, your participation is very important, classes will include group workshops & case studies.
9. Home assignments (do them yourself).
10. Outside readings.



"Oh hi. I'm on a training course."

Grading Methodology

Assessment	Percent of Grade
Attendance and Class Participation	10 %
Group Workshops - Projects	10 %
Chapter Review Questions & Home Assignments	20 %
2 Quizzes (MCQ)	10 %
Final Exam (Essay / MCQ / Case)	50%
Total	100%





Scheduled Classes

Modules	Topics	Chapter	Date
Introduction to HR	1. HR functions		
One: Recruitment and Selection	2. Job analysis	7	
	3. Recruitment	8	
	4. Selection & Retention	8	
Two: Training and Development	5. OD & Training	9	
	6. OD & Managing careers	9	
	7. Performance Management	10	
Three: Compensation	8. Compensation Practices	11	
	9. Compensation Practices	11	
	10. Employee Benefits	12	
Four: Employee Relations /Labor Law	11. HR –related Soft Skills		
	12. Labor Law & Contracts		
	13. Final Exam		

Home Assignments

Chapter	Review Questions and Home Assignments
1	HR Functions and Challenges - Writing Assignment
4	Create Your Own Job profile
5	Design a Help-wanted Ad
7	Case
8	Calculate ROI for Training
9	Six Holland Themes
10	Design a Performance Appraisal Tool
11	Wage Survey Analysis
12	Case
13	Review Questions

Book Plan Outline

Module 1:

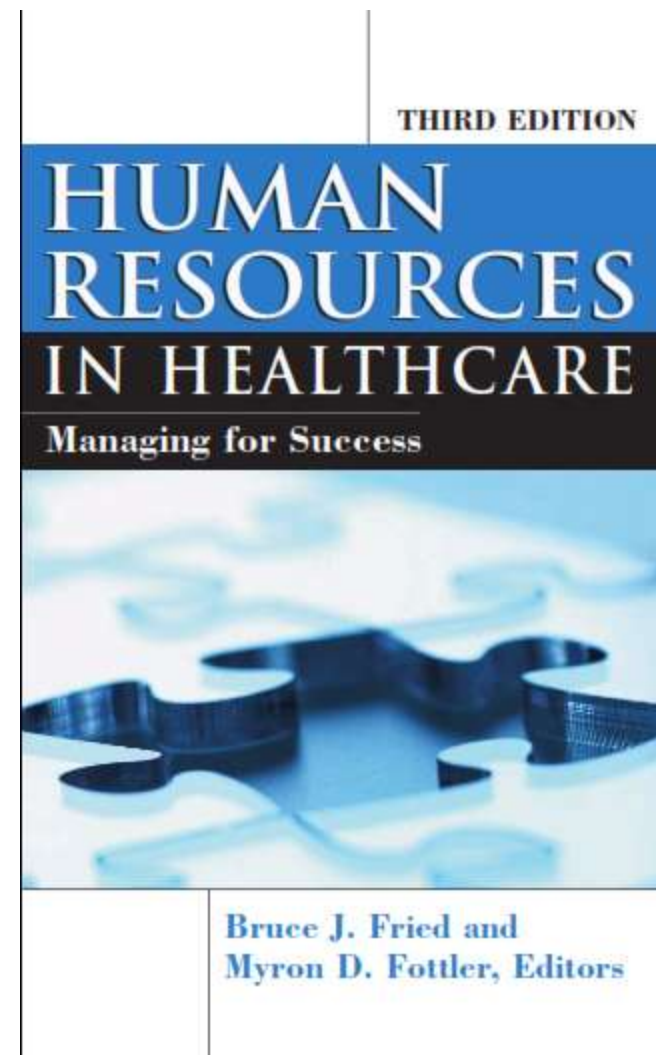
- 7** Job Analysis and Job Design...
Myron D. Fottler, PhD
- 8** Recruitment, Selection, and Retention
Bruce J. Fried, PhD, and Michael Gates, PhD

Module 2:

- 9** Organizational Development and Training .
Rita Quinton, SPHR
- 10** Performance Management
Bruce J. Fried, PhD

Module 3:

- 11** Compensation Practices, Planning, and Challenges
*Howard L. Smith, PhD; Bruce J. Fried, PhD;
Derek van Amerongen, MD; and John D. Laughlin*
- 12** Employee Benefits
*Dolores G. Clement, DrPH, FACHE; Maria A. Curran;
and Sharon L. Jahn, CEBS, CMS*



The Strategic Role of HR Management





After studying this chapter, you should be able to:

- Explain what human resource management (HR) is and how it relates to the management process.
- Give at least eight examples of how managers can use HR concepts and techniques.
- Illustrate the HR management responsibilities of line and staff (HR) managers.
- Provide a good example that illustrates HR's role in formulating and executing company strategy.
- Enlist what are the line managers' HRM responsibilities.



The Manager's HRM Jobs

- Management process
 - The five basic functions of planning, organizing, staffing, leading, and controlling.
- Human resource management (HRM)
 - The policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.

Personnel Aspects

- Conducting job analysis
- Planning labor needs and recruiting job candidates
- Selecting job candidates
- Orienting and training new employees
- Managing wages and salaries
- Providing incentives and benefits
- Appraising performance
- Communicating (interviewing, counseling, disciplining)
- Training and developing managers
- Building employee commitment



Personnel Mistakes

HRM is Important to *a//* Managers.
Don't Let These Happen to You!

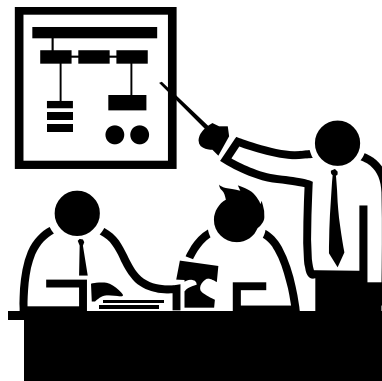
- Hiring the wrong person
- High turnover
- Poor results
- Useless interviews
- Salaries appear unfair
- Poor training





Line and Staff Aspects of HRM

- Line manager
 - A manager who is authorized to direct the work of subordinates and is responsible for accomplishing the organization's tasks.
- Staff manager
 - A manager who assists and advises line managers.



HR Specialization Areas

- **There are 3 main areas:**
 1. Recruitment, Selection and Retention. (Module One)
 2. Organizational Development & Training. (Module Two)
 3. Compensation Practices & Employee Benefits. (Module Three)



Where does the HR Start ?

- HR starts as the company does a **job analysis** to find out how jobs are done within the company.
- This is usually done either at the beginning of establishing a new business, developing a new product, or during the personnel planning and recruiting process.

Module One Overview



**Chapter 8:
Recruitment , Selection & Retention**

**Chapter 7:
Job Analysis**



THE AMERICAN
UNIVERSITY IN CAIRO

EXECUTIVE EDUCATION

SCHOOL OF
BUSINESS



Job Analysis

Chapter 7 Overview



Job Analysis -- What?

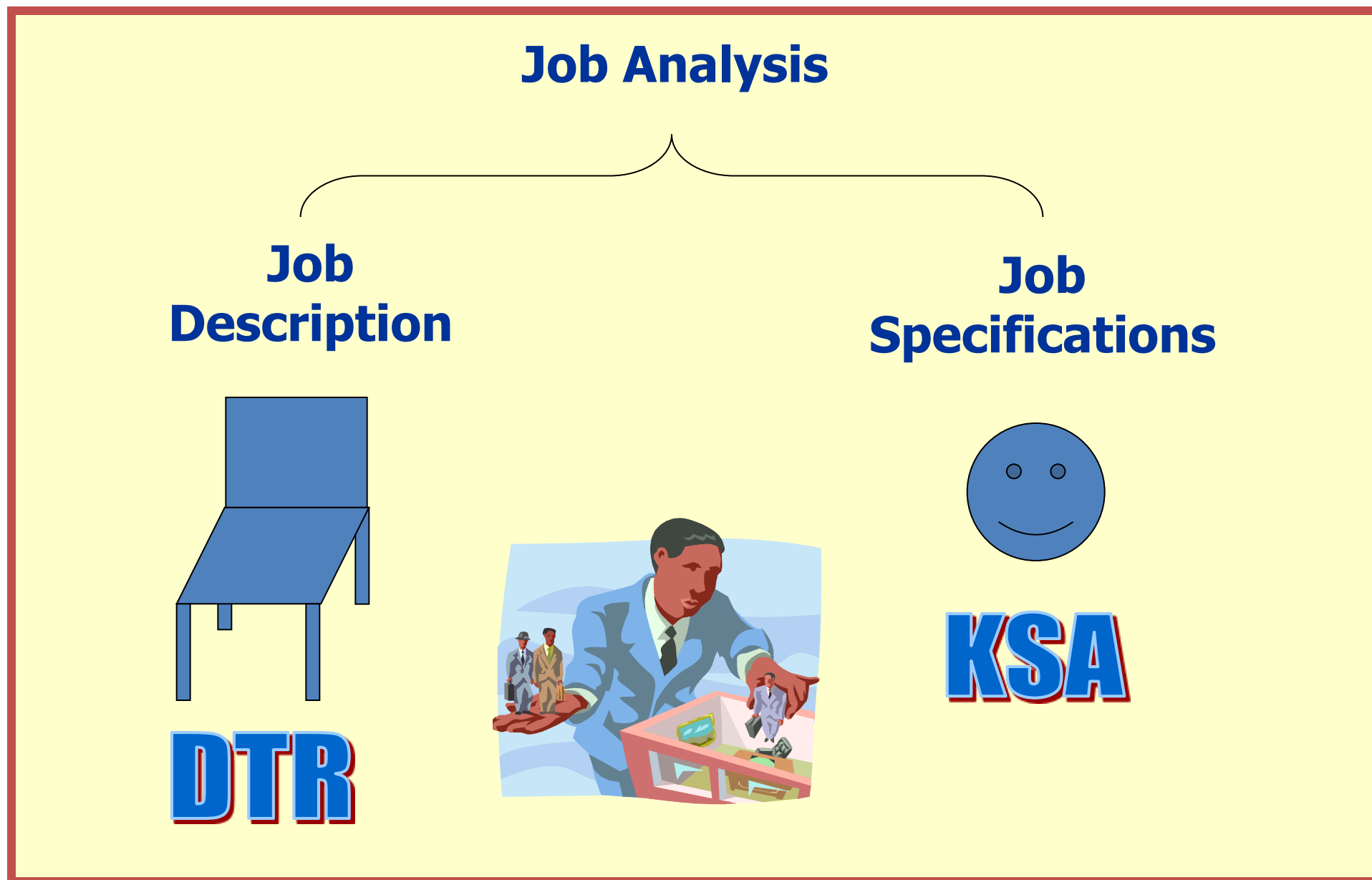
- ❖ The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.
- ❖ It usually leads to job vacancy.
- ❖ In order to fill this vacancy, we must write a job description



Job Analysis -- Why ?

- Without accurate job descriptions .. All HR improvement efforts would be in vain.
- If you don't know the job's duties, responsibilities, and human requirements, how can you decide who to hire or how to train them.
- To hire the right person for the right job at the right time.

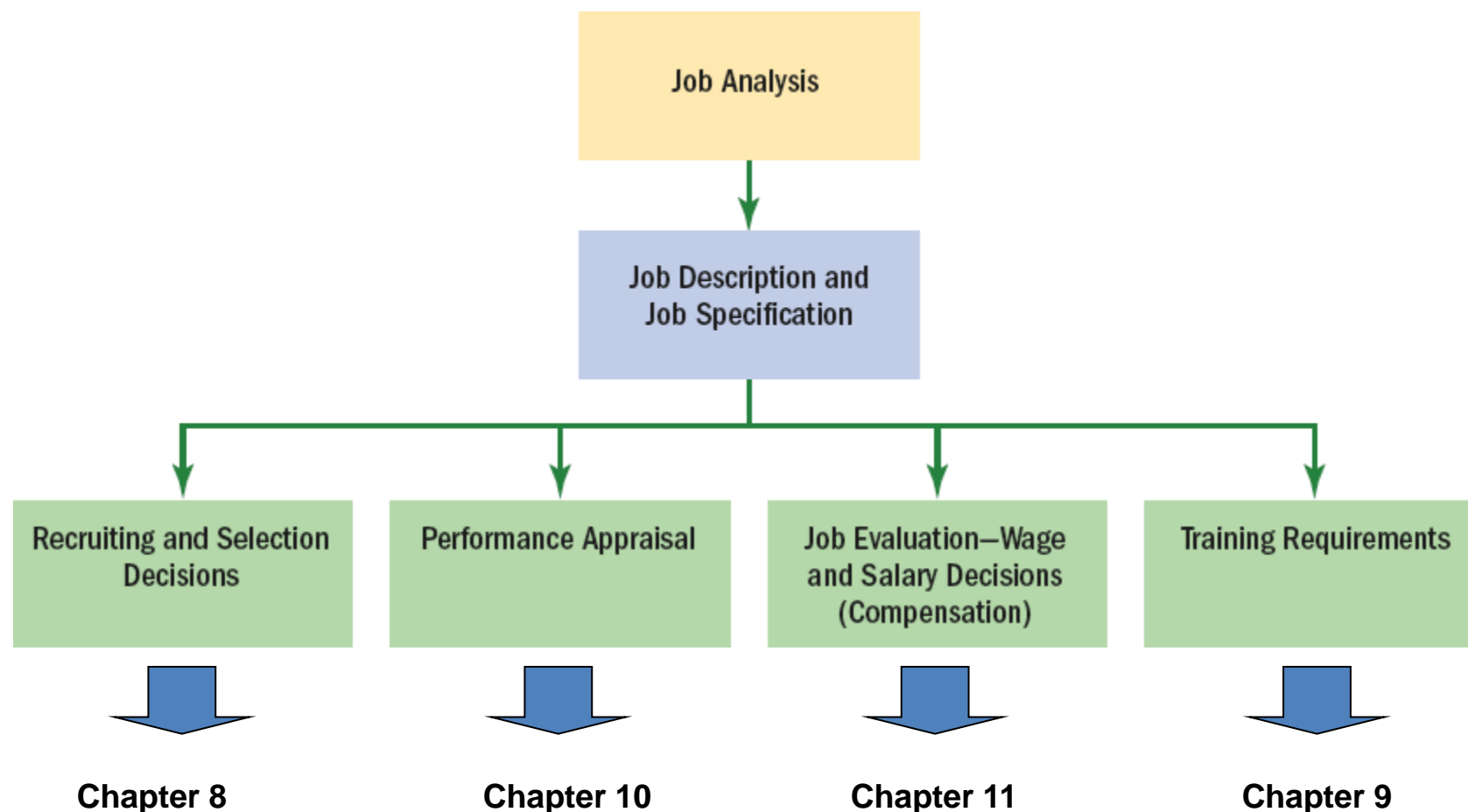
Job Analysis -- Products



Job Analysis -- Products

- **Job Description**
 - A list of a job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities—one product of a job analysis.
- **Job Specifications**
 - A list of a job's "human requirements," that is, the requisite education, skills, personality, and so on—another product of a job analysis.

Job Analysis -- Uses



What's Next ?

- Decide what positions you'll have to fill through personnel planning and forecasting.
- Build a pool of candidates for these jobs through internal or external recruiting of candidates.
- Have candidates complete application forms and perhaps undergo an initial screening interview.



THE AMERICAN
UNIVERSITY IN CAIRO

EXECUTIVE EDUCATION

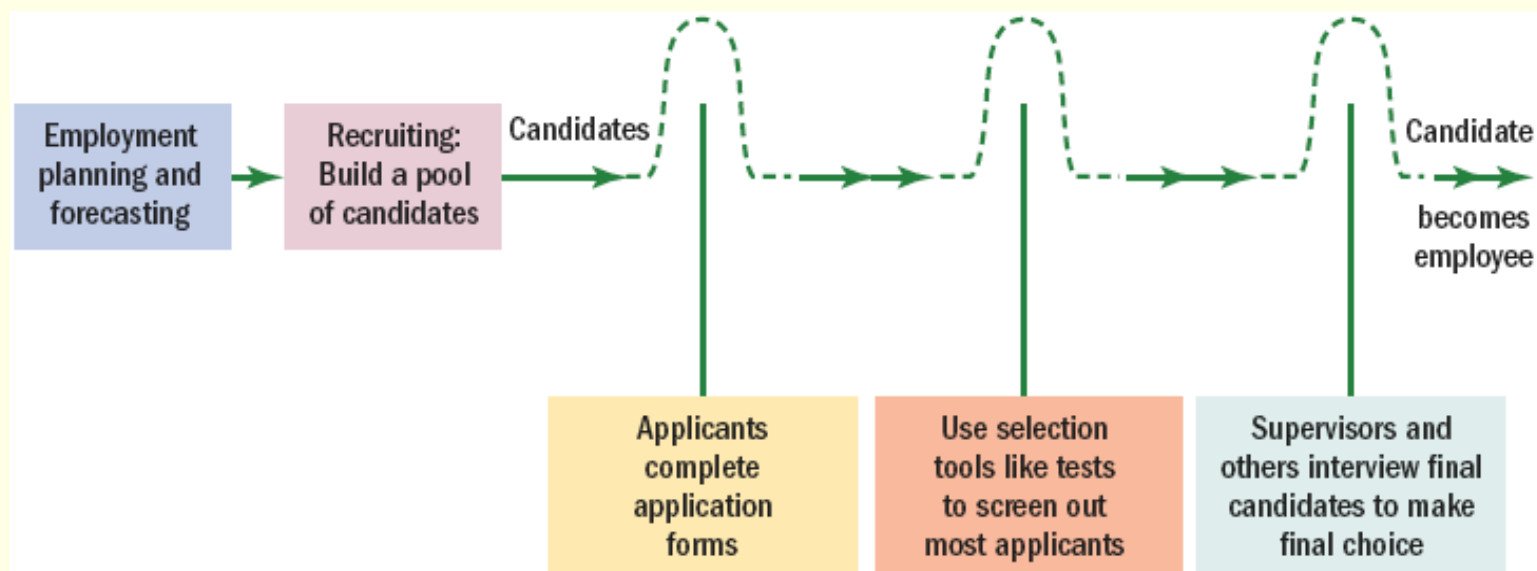
SCHOOL OF
BUSINESS



Recruitment

Chapter 8 Overview

Recruitment



The recruitment and selection process is a series of hurdles aimed at selecting the best candidate for the job.

Sources of Candidates

- **Internal Sources:**
 1. Job posting
 2. Intranet
 3. Rehiring former employees
 4. Succession planning
- **External Sources:**
 1. Advertising
 2. Employment agents
 3. Employee referrals
 4. Walk-ins
 5. Internet (e-recruitment)



What's Next ?

- Now we can develop application forms
- Call for candidates
- Collect their resumes and references
- Conduct initial screening
- Prepare for selection through testing and / or interviewing candidates.



Selection and Retention

Chapter 8 Overview



How to Conduct an Effective Interview ?

- **Prepare for the interview**
 - Secure a private room to minimize interruptions.
 - Review the candidate's application and résumé.
 - Review the job specifications
- **Establish rapport**
 - Put the person at ease.
- **Ask questions**
 - Follow your list of questions.
 - Don't ask questions that can be answered yes or no.



What's Next ?

- Even the BEST new and experienced employees will need some degree of training at times.
 - Types of training needed by employees include
 - Orientation of new employees to the company and the job
 - Specific job-related training
 - Retraining as new skills are needed in an ever-changing workplace.

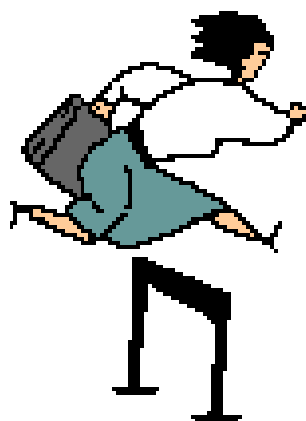
Module Two Overview



Chapter 10: Performance Management & Appraisal



Chapter 9: Organizational Development & Training

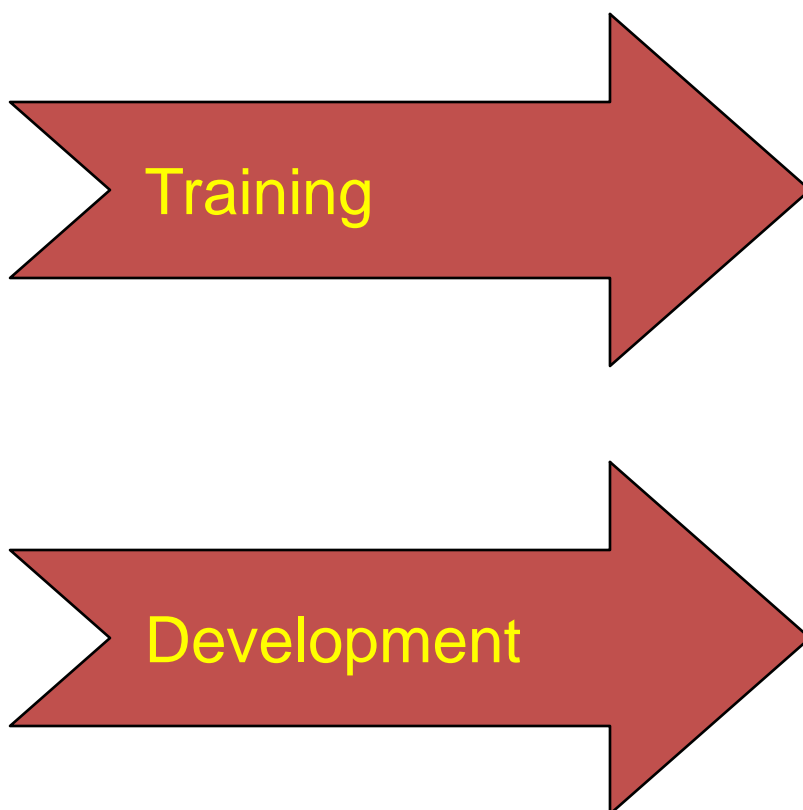




Organizational Development and Training

Chapter 9 Overview

Training vs. Development



Current Jobs
Short-term (event)



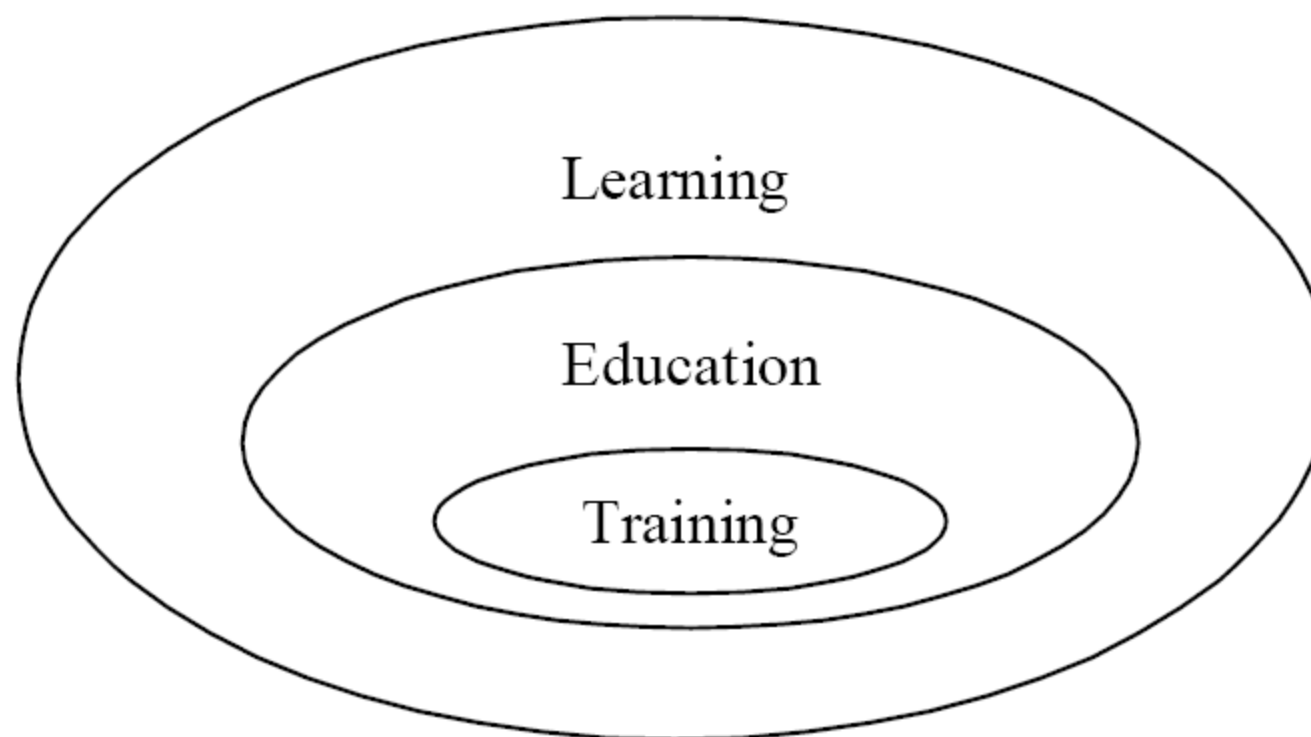
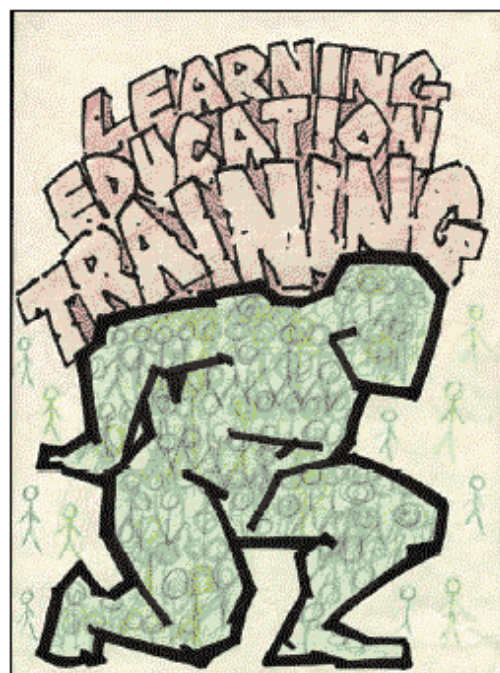
Future Jobs
Long-term (ongoing process)

Human Resource Management, 2/E, Lawrence S. Kleiman

© 2000 by South-Western College Publishing



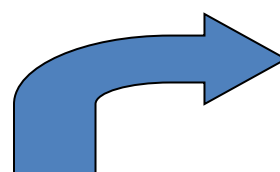
Important Definitions



Training may be represented as a small oval wholly contained within a larger oval labeled education, which itself is completely enclosed within an even larger oval circle learning.



- **Employee orientation** provides new employees with basic background information
- Programs may range from brief, informal introductions to lengthy, formal courses



**Sample orientation
day checklist**

UCSD Healthcare			NEW EMPLOYEE DEPARTMENTAL ORIENTATION CHECKLIST (Return to Human Resources within 10 days of Hire)	
NAME:	HIRE DATE:	SSN:	JOB TITLE:	
DEPARTMENT:	NEO DATE:	DEPARTMENTAL ORIENTATION COMPLETED BY:		
TOPIC		DATE REVIEWED	N/A	
1. HUMAN RESOURCES INFORMATION				
a. Departmental Attendance Procedures and UCSD Healthcare Work Time & Attendance Policy		a. _____	<input type="checkbox"/>	
b. Job Description Review		b. _____	<input type="checkbox"/>	
c. Annual Performance Evaluation and Peer Feedback Process		c. _____	<input type="checkbox"/>	
d. Probationary Period Information		d. _____	<input type="checkbox"/>	
e. Appearance/Dress Code Requirements		e. _____	<input type="checkbox"/>	
f. Annual TD Screening		f. _____	<input type="checkbox"/>	
g. License and/or certification Renewals		g. _____	<input type="checkbox"/>	
2. DEPARTMENT INFORMATION				
a. Organizational Structure-Department Core Values Orientation		a. _____	<input type="checkbox"/>	
b. Department/Unit Area Specific Policies & Procedures		b. _____	<input type="checkbox"/>	
c. Customer Service Practices		c. _____	<input type="checkbox"/>	
d. CQI Effort and Projects		d. _____	<input type="checkbox"/>	
e. Tour and Floor Plan		e. _____	<input type="checkbox"/>	
f. Equipment/Supplies		f. _____	<input type="checkbox"/>	
• Keys issued		_____	<input type="checkbox"/>	
• Radio Pager issued		_____	<input type="checkbox"/>	
• Other _____		_____	<input type="checkbox"/>	
g. Mail and Recharge Codes		g. _____	<input type="checkbox"/>	
3. SAFETY INFORMATION				
a. Departmental Safety Plan		a. _____	<input type="checkbox"/>	
b. Employee Safety/Injury Reporting Procedures		b. _____	<input type="checkbox"/>	
c. Hazard Communication		c. _____	<input type="checkbox"/>	
d. Infection Control/Sharps Disposal		d. _____	<input type="checkbox"/>	
e. Attendance at annual Safety Fair (mandatory)		e. _____	<input type="checkbox"/>	
4. FACILITIES INFORMATION				
a. Emergency Power		a. _____	<input type="checkbox"/>	
b. Mechanical Systems		b. _____	<input type="checkbox"/>	
c. Water		c. _____	<input type="checkbox"/>	
d. Medical Gases		d. _____	<input type="checkbox"/>	
e. Patient Room		e. _____	<input type="checkbox"/>	
• Bed		_____	<input type="checkbox"/>	
• Headwall		_____	<input type="checkbox"/>	
• Bathroom		_____	<input type="checkbox"/>	
• Nurse Call System		_____	<input type="checkbox"/>	
5. SECURITY INFORMATION				
a. Code Triage Assignment		a. _____	<input type="checkbox"/>	
b. Code Blue Assignment		b. _____	<input type="checkbox"/>	
c. Code Red - Evacuation Procedure		c. _____	<input type="checkbox"/>	
d. Code 10 - Bomb Threat Procedure		d. _____	<input type="checkbox"/>	
e. Departmental Security Measures		e. _____	<input type="checkbox"/>	
f. UCSD Emergency Number 6111 or 911		f. _____	<input type="checkbox"/>	

This generic checklist may not constitute a complete departmental orientation or assessment. Please attach any additional unit specific orientation material for placement in the employee's HR file

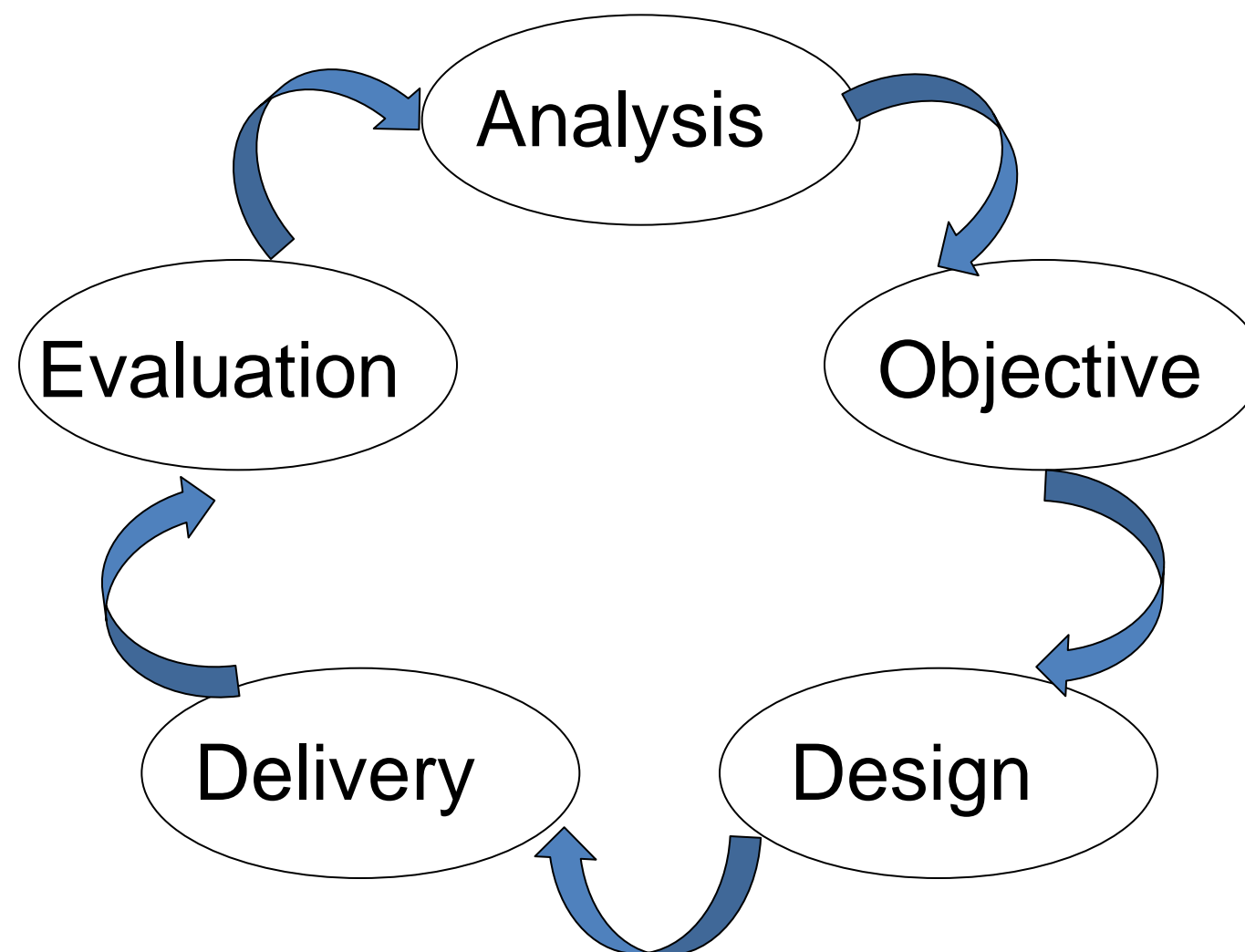
I have been oriented on the items listed above: _____

Source: UCSDHealthcare. Used with permission.



Effective Training System

ISD – Model





Effective Training System

ADDIE – Model

A	Analysis	Answers: What is the Performance Goal?
D	Design	Answers: How will Learners accomplish the Performance Goal?
D	Development	Meeting the Objectives
I	Implementation	Delivering the Solution
E	Evaluation	Ensuring Quality



Training Methods



1 Presentation Methods

- ☐ classroom instruction
- ☐ distance learning
- ☐ audiovisual

2 Hands - on Methods

- ☐ on-the-job training (OJT)
- ☐ self-directed learning
- ☐ simulations
- ☐ business games, case studies
- ☐ behavior modeling
- ☐ interactive video

3 Group-based Methods

- ☐ adventure (wilderness) learning
- ☐ team training
- ☐ action learning



Performance Management & Appraisal

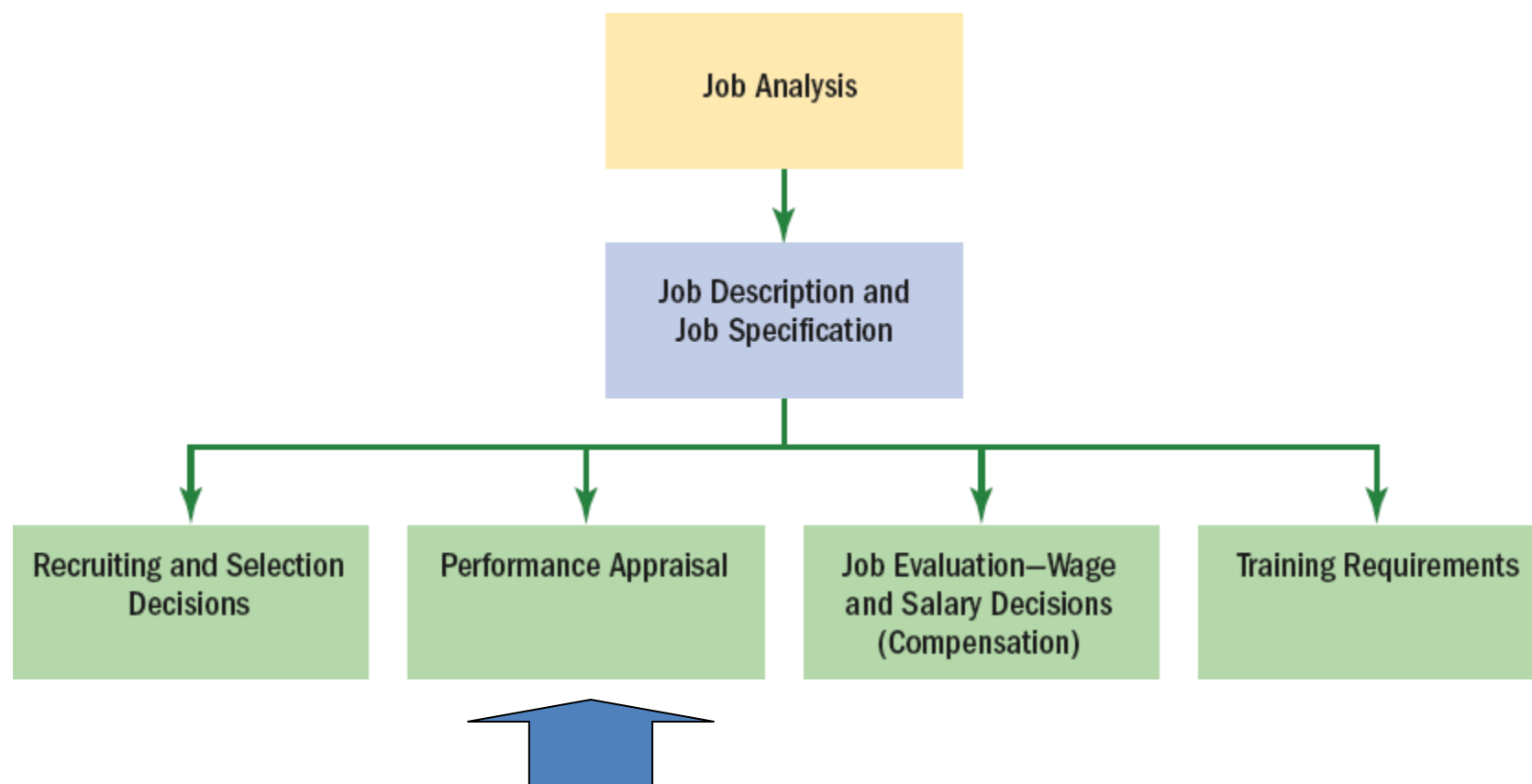
Chapter 10 Overview

Compare & Contrast **Performance Management and Performance Appraisal !!**

	Performance Management	Performance Appraisal
1. Definition (what)		
2. Aim (why)		
3. Timing (when)		
4. Steps (how)		
5. Outcome		

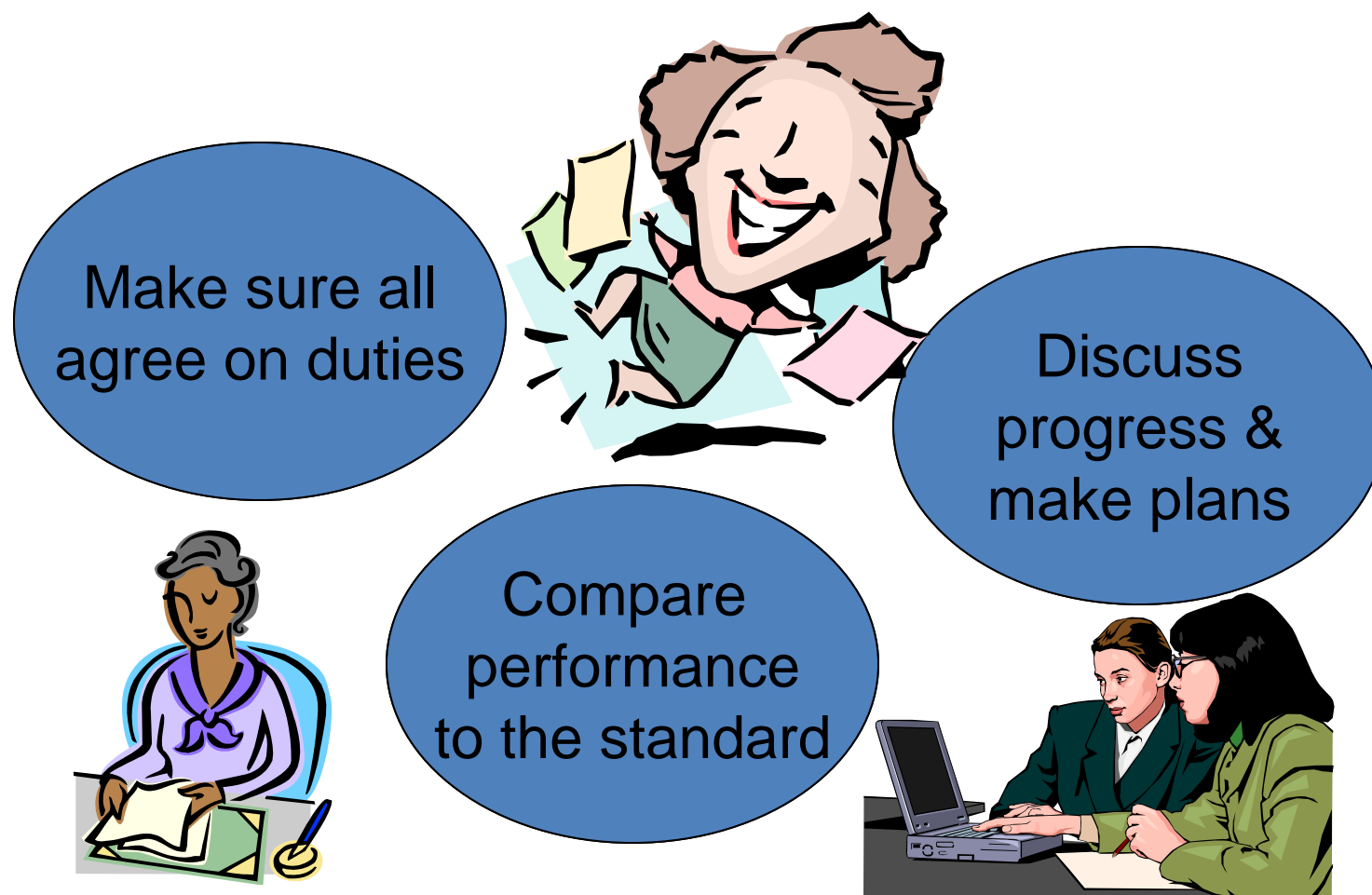


Uses of Job Analysis Information

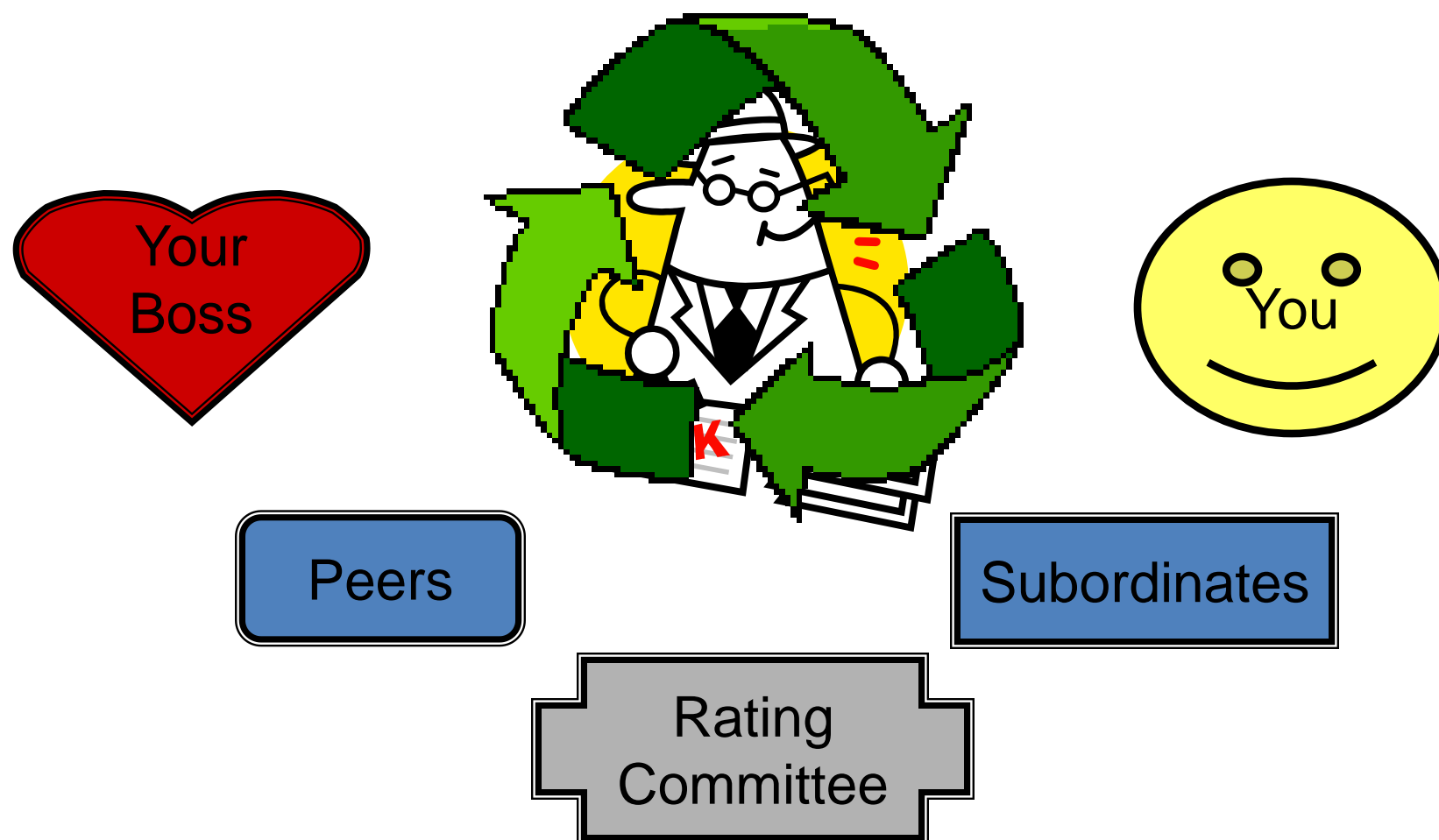




Steps in Appraising Performance



Who Does the Appraising?



Appraisal Interview

1. Satisfactory

A. Satisfactory Promotable (Promotion)	B. Satisfactory Non – promotable (Incentives)
C. Unsatisfactory Correctable (Training)	D. Unsatisfactory Uncorrectable (Tolerate or Fire)

2. Unsatisfactory



Managing Careers

External

Career Management

Step 1: Self Assessment

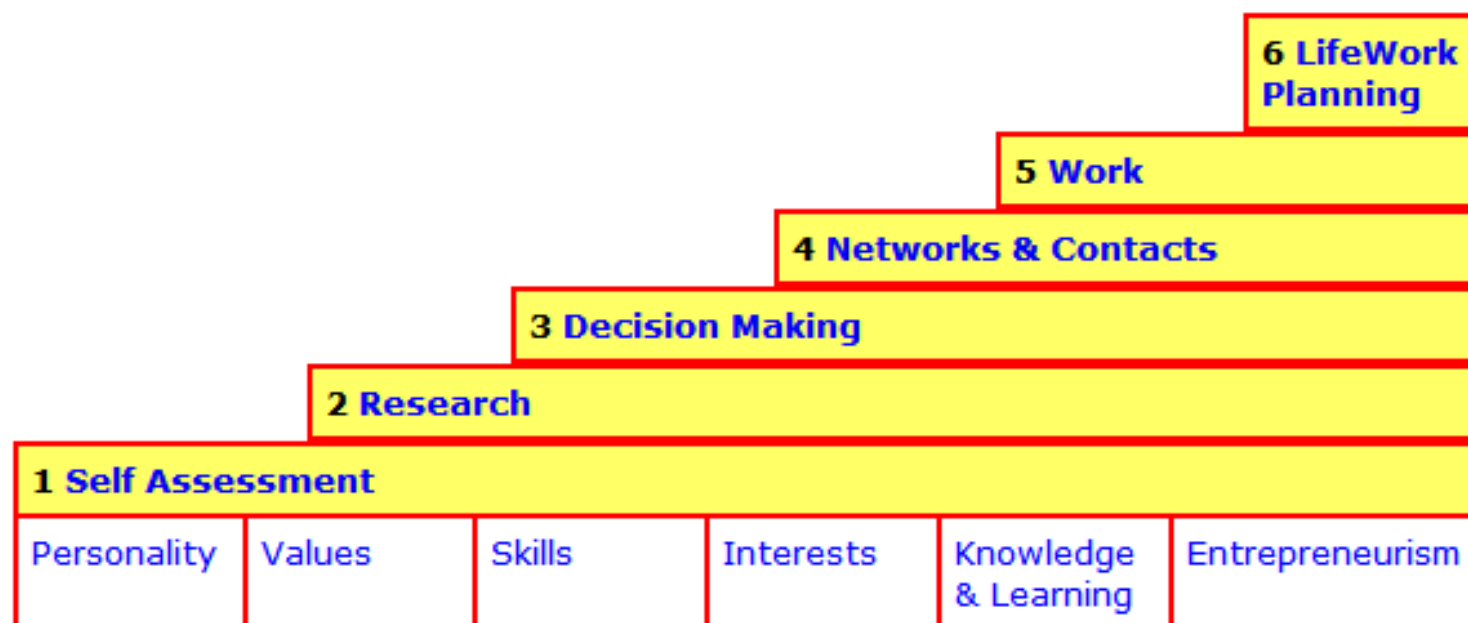
Welcome to Step 1!



Completing Step 1 will help you to:

- Understand why self assessment is a key factor leading to career success
- Conduct a complete assessment of your personality, interests, values, skills, learning needs and self-employment potential
- Know what you are looking for in your career

The First Step to Career Success!



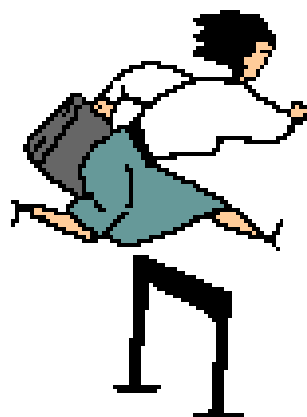
Module Three Overview



Chapter 12: Benefits and Services

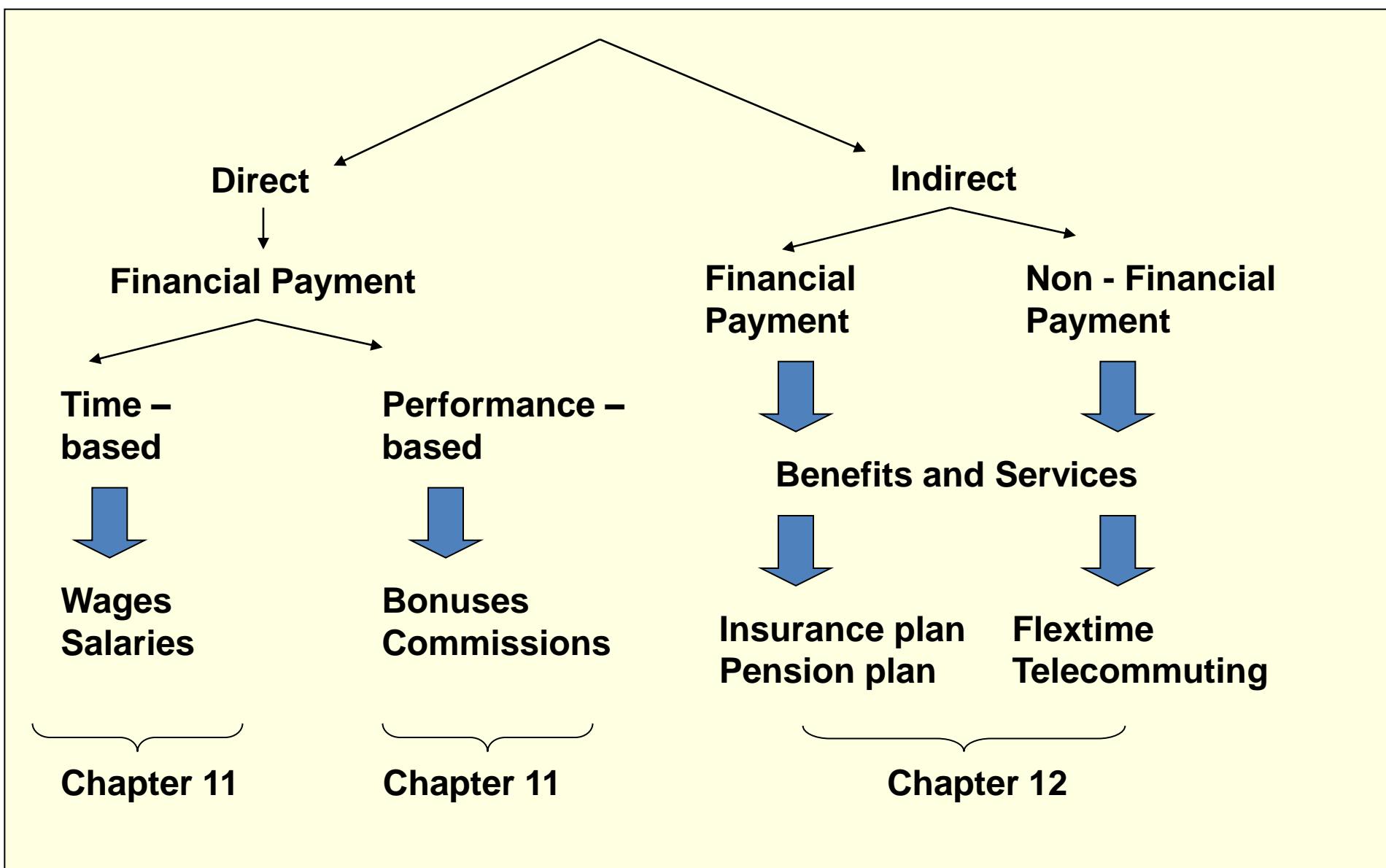


Chapter 11: Compensation Practices





Employee Compensation





Compensation Practices

Chapter 11 Overview

Establishing Pay Rates

- Step 1. The salary survey
- Step 2. Job evaluation (4 methods)
- Step 3. Group similar jobs into pay grades
- Step 4. Price each pay grade
- Step 5. Fine-tune pay rates

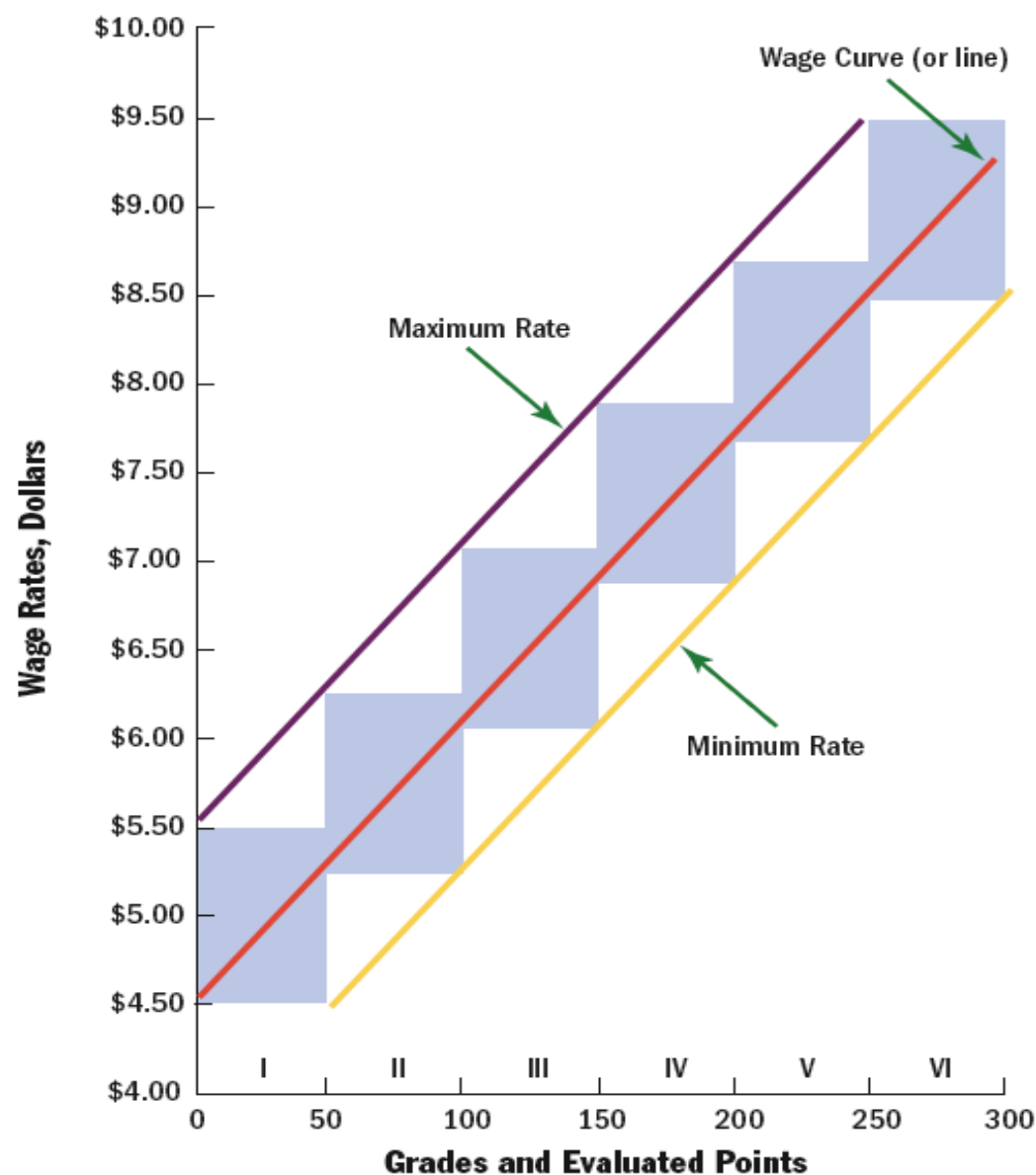
Job Evaluation

FOUR Job Evaluation Methods

	<i>Non – Quantitative Methods</i>	<i>Quantitative Methods</i>
<i>Job – to – Job Comparison</i>	<i>1. Job Ranking</i>	<i>3. Factor Comparison</i>
<i>Job – to – Predetermined Standard Comparison</i>	<i>2. Job Classification</i>	<i>4. Point Method</i>



Wage Structure



Note: This shows overlapping wage classes and maximum-minimum wage ranges.



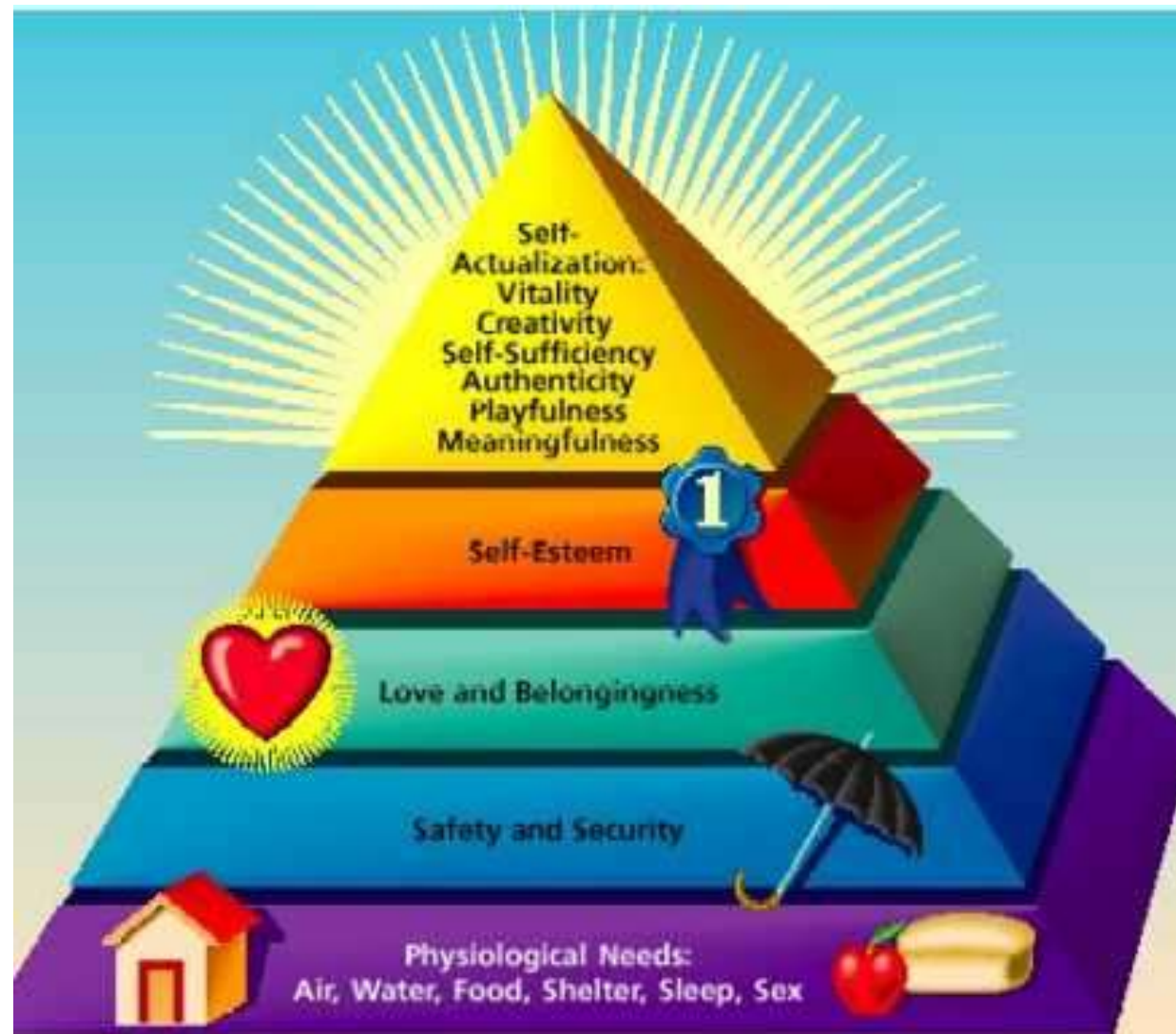
Pay for Performance & Financial Incentives

Chapter 11 Overview (Cont)



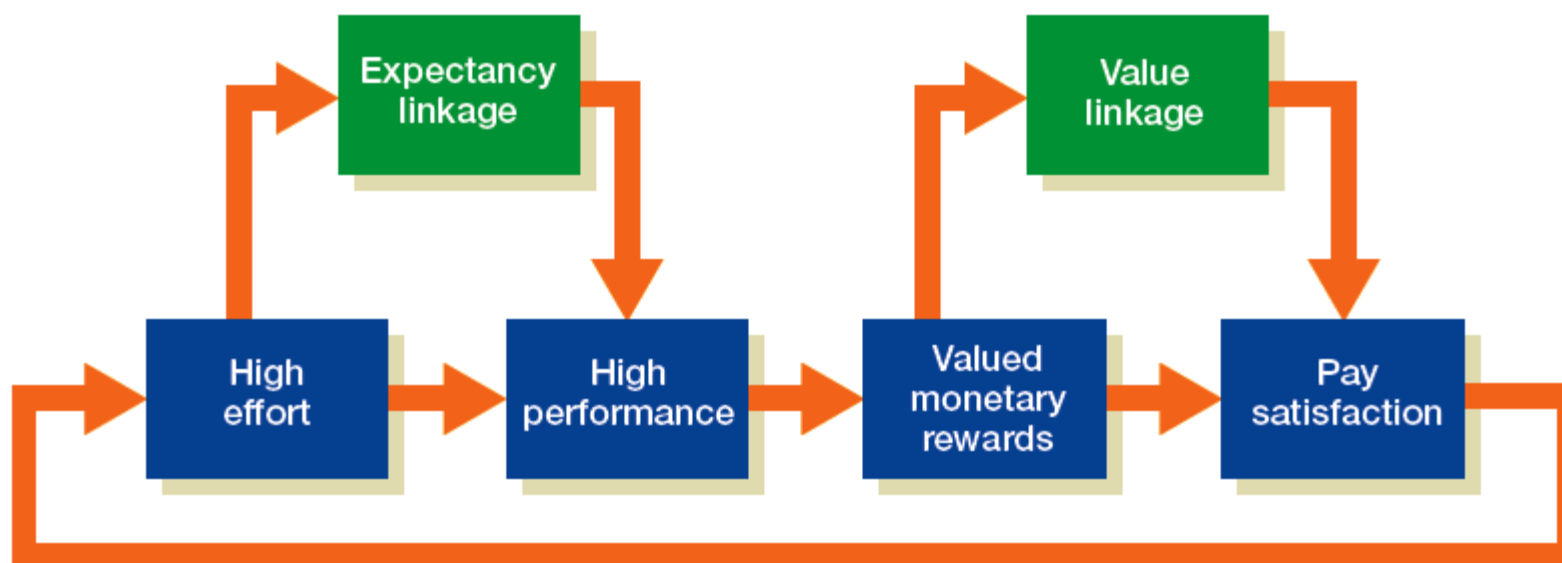
Psychological Needs & Motivation

Abraham Maslow's Hierarchy of Needs



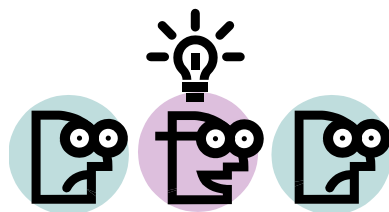
Expectancy Theory

Figure 9-2 Pay-for-Performance and Expectancy Theory



Categories of Incentive Pay Plans

- Individual



- Group



- Organizational





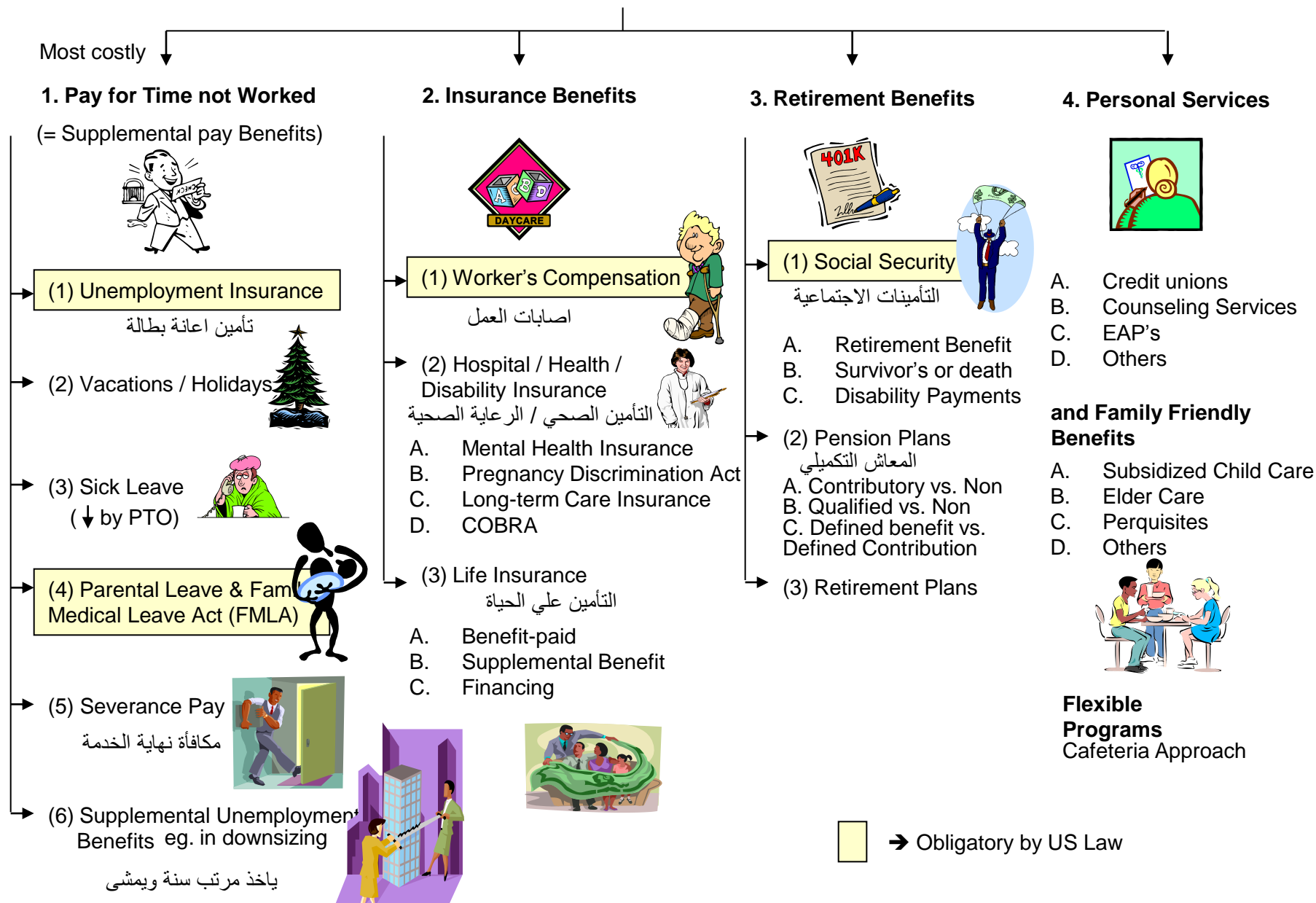
Employee Benefits

Chapter 12 Overview

Benefits Scheme



Benefits & Services





Writing Assignment

- Prepare a 4-6 page, typed paper on the HR functions (recruitment & selection, training & development, compensation, employee safety & health .. and challenges facing them in this millennium.
- Address the following issues: economic and technological change, workforce availability and quality concerns, demographics and diversity issues, and organizational restructuring. Are these challenges currently facing your organization or other local organizations? If not, do you see these challenges occurring in the near future? How is your organization, or other organizations, handling these challenges?
- **Due date: Next Week.**